MASTER OPERATING GUIDE

# The Gravity System
# Quick Start & Integration Guide

*How to start, choose the right system, move work between systems, and verify completion.*

**Customer-use master guide | Final operational validation edition**

THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

Published by Thomas Monroe Books | Author: Thomas Butler

# Start Here

The Gravity Restaurant Leadership System is not seven separate binders that must be launched at once. It is a connected control structure. Begin with one defined business problem, choose the system that owns that problem, and use Implementation & Verification to install the response. Standards & Intelligence keeps the approved version current.

## The five-question operating rule

1. What result or risk requires attention?
2. Which Gravity system owns the subject?
3. Which coded tool creates the required decision or record?
4. Who owns the action, evidence, deadline, and escalation?
5. How will Implementation & Verification prove that the change was adopted and sustained?

## Do not begin by completing every tool

Use the Tool Index to select only the tools required by the current problem, risk, decision, or implementation. The 30 tools in each system form a complete library; they are not a demand to create 30 records every week.

# What Each System Owns

| System | Primary responsibility | Use it when |
|---|---|---|
| Guest Relationship & Retention | Protect permission, recognize guests, recover concerns, and verify retention. | The issue concerns guest information, recognition, recovery, retention, campaigns, or reviews. |
| Restaurant Performance & Profitability | Translate operating data into controlled profit decisions. | The decision concerns sales, costs, mix, margin, leakage, forecasts, or profitability. |
| Standards & Intelligence Center | Control versions, sources, exceptions, changes, and system health. | A standard, source, version, exception, vendor, technology, or regulatory change must be controlled. |
| Risk & Continuity | Prepare for disruption, manage incidents, recover, and reopen safely. | A threat could interrupt people, facilities, food safety, technology, suppliers, payments, or operations. |
| Growth & Sales Building | Build qualified demand without outrunning capacity or margin. | The restaurant must develop qualified demand, local visibility, accounts, events, offers, or scalable growth. |
| Manager Development | Define authority, develop judgment, coach behavior, and build the bench. | A manager needs role clarity, judgment, communication, coaching, accountability, or development. |
| Implementation & Verification | Install every system, verify adoption, correct gaps, and sustain results. | A decision, standard, or system must be installed, trained, verified, corrected, certified, or renewed. |

# The Required System Handoffs

| From | To | Handoff rule |
|---|---|---|
| Any owning system | Implementation & Verification | Send approved changes, goals, controls, or corrective actions for scoped installation, training, adoption testing, and sustainment. |
| Implementation & Verification | Standards & Intelligence | Release only the approved version; retain authority, version, evidence, exception, and post-implementation records. |
| Standards & Intelligence | Owning system | Return validated changes, source requirements, exceptions, or control failures to the system that owns the subject. |
| Risk & Continuity | Relevant owning system | After immediate safety and incident control, route guest, financial, people, technology, or growth effects to the appropriate owner. |
| Growth & Sales | Performance & Profitability | Confirm capacity, contribution, discount, channel, and event economics before approving a promise or campaign. |
| Guest Relationship | Growth & Sales | Use only permissioned, appropriate relationship information; honor suppression and privacy choices. |
| Manager Development | Implementation & Verification | Translate role or behavior gaps into defined learning, practice, competency evidence, support, and verification. |

# Seven End-to-End Operating Examples

## Serious guest complaint

**Tool path:** GRV-R07 → GRV-R08/09 → GRV-R10 → GRV-R11 → GRV-R12 → GRV-R30

**Operating result:** Record facts; authorize recovery; complete action; follow through; detect repetition; correct the underlying control.

**Handoff/control:** Use GRV-IV if the correction changes a standard, process, training requirement, or verification method.

## Profit decline

**Tool path:** GRV-P01/02 → GRV-P03/04 → relevant diagnostic tool → GRV-P28/29 → GRV-P30

**Operating result:** Validate sources; isolate the material exception; assign a controlled improvement; verify the financial result.

**Handoff/control:** Use GRV-G only when the evidence supports a demand problem; do not assume every profit problem is a sales problem.

## New or changed standard

**Tool path:** GRV-I06–15 → GRV-I16/17 → GRV-I27/28 → GRV-IV09–29 → GRV-I29

**Operating result:** Validate authority; define the requirement; assess impact; implement the controlled change; independently verify it.

**Handoff/control:** The owning system retains subject authority; GRV-IV controls installation; GRV-I controls version and evidence.

## Emergency disruption

**Tool path:** GRV-RC04 → applicable GRV-RC11–15 → GRV-RC21/22 → GRV-RC16–20/23–25 → GRV-RC28/29

**Operating result:** Activate at the approved threshold; protect life and safety; record decisions and loss; continue or recover; reopen through a readiness gate.

**Handoff/control:** Call emergency services and qualified authorities when required. Gravity records do not replace official emergency direction.

## Growth campaign

**Tool path:** GRV-G01–05 → GRV-G16/17 → GRV-P19 → GRV-G18/19 → GRV-G20/26/27

**Operating result:** Choose a supported opportunity; establish guardrails; verify economics and capacity; launch through a controlled path; evaluate margin and learning.

**Handoff/control:** Use GRV-R19–22 when guest communications or consent-controlled lists are involved.

## Underperforming manager

**Tool path:** GRV-M01/02 → GRV-M16 → GRV-M17/19 → GRV-M18/26/27

**Operating result:** Confirm role expectations; use observable evidence; coach or support through an approved plan; review follow-through and capability.

**Handoff/control:** Use qualified HR or legal review for discipline, protected matters, accommodations, investigations, or employment decisions.

## Installing any Gravity system

**Tool path:** GRV-IV01–04 → 05–08 → 09–12 → 13–17 → 18–21 → 22–25 → 26–30

**Operating result:** Define the goal; face the gap; set the standard; build the process; train roles; operate and verify; certify and sustain.

**Handoff/control:** This is the governing implementation path for all other Gravity systems.

## First 30 Days

| Timing | Required action | Evidence of completion |
|---|---|---|
| Days 1–3 | Name the executive sponsor, system owners, implementation lead, verification lead, and records location. | GRV-IV01–03 and GRV-I01 |
| Days 4–7 | Choose one material business problem. Establish baseline evidence, gap, risk, priority, and success measures. | GRV-IV04–08 plus the owning system's baseline tools |
| Days 8–14 | Define the standard, approval, evidence, process, roles, resources, and configured tools. | GRV-IV09–16 |
| Days 15–21 | Run a bounded pilot; train roles; verify competency; provide support; correct immediate defects. | GRV-IV17–21 and GRV-IV25 |
| Days 22–30 | Launch in a controlled wave; sample adoption; verify outcomes; certify only when evidence supports it. | GRV-IV22–29 |

## Minimum Completion Standard

- A named accountable owner—not merely a department.
- A defined trigger or frequency and a due date when action is required.
- A fact-based record using the approved tool version.
- A documented decision, action, exception, or escalation.
- Evidence that the action occurred and produced the intended result.
- A review date, closeout decision, and retained record location.
- Implementation verification when the action changes how people work.

## When to Stop and Obtain Qualified Help

- Immediate danger, medical emergency, fire, violence, evacuation, severe weather, suspected contamination, or another life-safety event.
- Employment action, discrimination, harassment, accommodation, protected leave, investigation, termination, wage-and-hour, or labor-relations matter.
- Legal, regulatory, insurance, tax, accounting, cybersecurity, privacy, accessibility, or contractual interpretation.
- Any decision outside the user's authority or the restaurant's approved risk appetite.

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# THE FOUNDING YEAR

## USE IT. TEST IT. TELL US THE TRUTH.

Published by Thomas Monroe Books

### THE FOUNDING YEAR PROMISE

Every finished digital Gravity System product released on ThomasMonroeBooks.com is available at no cost through October 1, 2027. Registration is required before digital downloads. No purchase, donation, credit card, paid subscription, or positive review is required. Physical supplies, if offered later, remain optional.

### WHY THIS YEAR EXISTS

Gravity is being released into real restaurant work so owners, managers, trainers, and team leaders can help prove what is useful, what is unclear, and what should improve next.

**Free access is not a request for praise.** It is an invitation to use the material honestly and report what actually happened.

### THE FEEDBACK THAT HELPS MOST

- What you used and the problem you were trying to solve
- What worked well in actual restaurant conditions
- What felt confusing, repetitive, incomplete, or impractical
- What changed after the tool, book, or system was used
- What would make the next revision more useful

### WHY REVIEWS MATTER

Positive, mixed, and critical reviews are all useful. A specific review helps another restaurant decide where to begin, helps Gravity identify which tools create real value, and helps future revisions become clearer and more practical. You never owe us a favorable rating.

### SHARE YOUR EXPERIENCE

Public review: thomasmonroebooks.com/review

Private feedback: thomasmonroebooks.com/contact

**Please do not include guest, employee, financial, or other confidential information.**

**Always use the current version.** Product updates and revision notes are posted at thomasmonroebooks.com/releases.

### HOW THE FOUNDING YEAR IMPROVES THE SYSTEM

1. **USE** — Apply the current product in real restaurant work.
2. **REPORT** — Share the result, the friction, and what is missing.
3. **IMPROVE** — Gravity uses the evidence to strengthen the next revision.